

EXPANDING YOUR INFLUENCE

Understanding the Psychology of Persuasion



A

**Leader Development Institute
Success Series Seminar™**

Letter to Participants

Fellow Professional

Welcome to Leader Development Institute's Success Series Seminar – Expanding Your Influence Understanding the Psychology of Persuasion. It is my sincere pleasure to have you here today.

At Leader Development Institute (LDi), we firmly believe in the need for quality, effective course development and training for both the private and public sector. LDi is dedicated to developing the leaders of tomorrow—at home, at work, across the nation and around the world. Our goal is to identify the client's requirements and exceed them with the commitment—if we do not meet your needs, we do not deserve your business.

Each LDi trainer is experienced, not only facilitating this seminar, but employing those concepts as well. LDi trainers are chosen for their knowledge of subject matter, business experience, training, and communication skills and, above all, their passion for what they do.

LDi clearly understands in today's environment, the importance for both government agencies and corporations to be competitive and self-sustaining. You deserve the best and latest in information and teaching techniques to ensure you walk away from each workshop, seminar or training session a better person and employee. Our goal today is to provide you with a curriculum that will train as well as educate. Recognizing that to *educate* is to increase one's intellectual awareness of a subject, whereas to *train*, is to make someone proficient at the execution of a given task. Acknowledging the limits of one and two-day seminars, LDi will integrate opportunities for the participant to practice and experience the desired learning skills to have an improved awareness AND increased proficiency.

We apply principles of curriculum and training development, and identify several adult learning principles, to include a focus on "real world" problems, an emphasis on how the learning can be applied, a relationship between the learning and the participant's goals, and allowing for debate and the challenge of ideas. Recognizing adults are multi-sensory learners: visual, aural and kinesthetic—LDi incorporates each of the three types of learning into the curriculum to ensure the greatest opportunity for all participants to learn in the mode that they are most comfortable.

LDi's vision and long-term goals are three-fold. First is our commitment to meeting the immediate and long-term training objectives of our corporate and government clients through consulting and quality off-the-shelf and customized training programs. Second is to position ourselves as a national and international training company offering high impact seminars to the public throughout North America and its major markets. Third is for LDi to be the contractor of choice for government and corporate outsourcing of entire training departments or programs and other areas needing full time management and leadership.

We look forward to a long-term relationship with you. Feel comfortable interacting with your trainer, ask many questions and feel free to contact me any time. My email is tormeya@LDiworld.com

Respectfully,



Anthony Tormey
President

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THE POWER OF PERSUASION – THE SCIENCE OF INFLUENCE

WHAT'S THE DIFFERENCE?

Persuasion – An overt approach designed to convince or appeal to the rationality of others

Influence – The process through which one's attitudes, opinions or behaviors are changed unconsciously

(The distinction may not be absolute)

A Model of Persuasion Variables

Push Behaviors: Encourage & Convince

- Statements of fact, speeches, monologues
- Statements about objectives or expectations
- Expectations for agreement
- Expectations of commitment
- Expression of opinions

The push strategy is most effective when:

- The other has less knowledge on the subject than you
- The other is open to your opinion
- The other trusts your experience/status/motives
- You need a fast decision

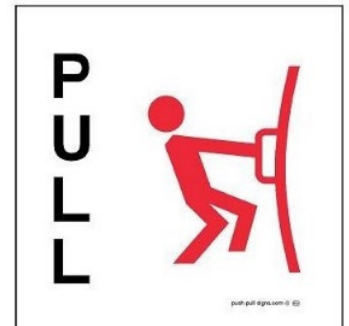


Pull Behaviors: Explore & Inspire

- Engaging based on values and principles
- Questions about needs and objectives
- Probing for feelings and perceptions
- Asking for explanations and examples
- Listening and follow up

The pull strategy is most effective when:

- The other has a strong vision or opinion
- The other finds it difficult to accept new ideas
- You don't have much experience or knowledge on the topic
- You want to build a successful relationship
- The other is upset or tense



Combining the Two Variables

RELATIONSHIP FOCUSED

Amiable-The Support Specialist

- We are awesome
- Wants to know who and why
- Wants cooperation
- Is loyal

Relator-The Social Specialist

- Let all get together
- Thrives on energy
- Embraces optimism

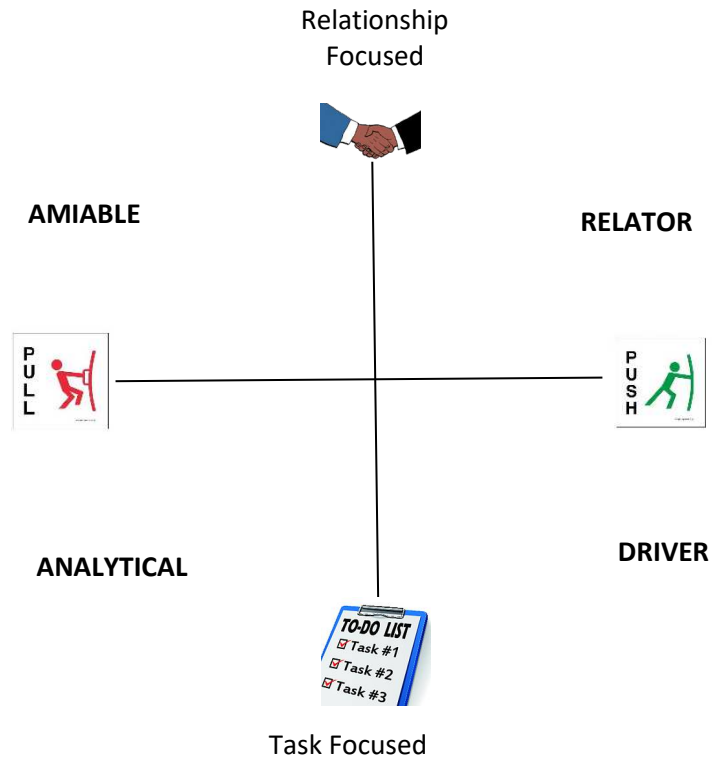
TASK FOCUSED

Analytical-The Technique Specialist

- Do it right or not at all
- Wants to know how
- Likes to plan

Driver-The Control Specialist

- Just do it!
- Wants to know what and when
- Likes to take charge



Nine Tactics of Persuasion

1. **Logic** – Convince someone by using factual, logical and step-by-step reasoning.
2. **Inspiration** – Suggesting what may happen as opposed to fact-based reasoning. This appeals to emotions more than logic.
3. **Participation** – Asking a number of questions where the answers will lead the other person to draw his own conclusions.
4. **Uplift** – Making someone feel good about him/herself and start listening to you.
5. **Deal** – Offering something in return for something. Quid pro quo (Latin) “this for that”.
6. **Favor** – Asking for something you want.
7. **Collective** – Using the view of other people to influence someone.
8. **Policy** – Authority is effective as a quick response to a problem. It is very blunt and sometimes provocative.
9. **Force** – Exercising power. Always a last resort.

READY TO INFLUENCE

THE PSYCHOLOGY BEHIND INFLUENCE AND PERSUASION

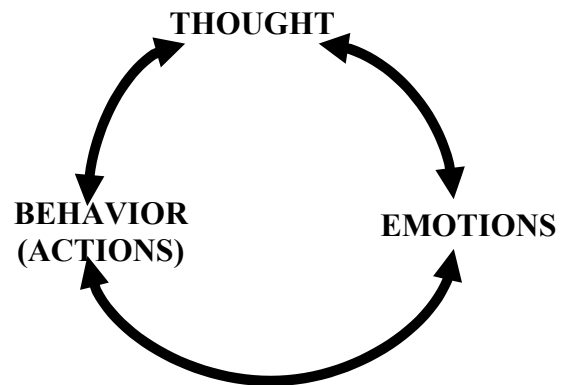
THREE BRAINS IN ONE

The Primitive Brain

- ★ Keeps us breathing
- ★ Keeps the heart beating
- ★ Alerts us of danger (fight or flight)

The Middle Brain (subconscious)

- ★ Hormonal System
- ★ Belief System
- ★ Emotions
- ★ Long term memory
- ★ Our reality (our baggage)
- ★ Heuristics (Click Whirr)



The Thinking Brain (consciousness) Because

- ★ Massive capacity
- ★ Thought process (self-talk)
- ★ Drives activity
- ★ Short term thoughts and memory

If you change the way others _____,

you can change the way they _____.

If you can change the way they _____,

You can change the way they _____.

INFLUENCE, PERSUASION AND COMMUNICATION



Communication - foundational to successful influence/persuasion . . .
. . . it is also the number one reason it fails.

BUILDING TRUST, RAPPORT AND CREDIBILITY

TRUST – the foundational principle to effective AND efficient communications

TO BE EFFECTIVE YOU MUST BUILD TRUST INTO RELATIONSHIPS

1. Never lie
2. Make promises - and keep them.
3. Be honest and transparent.
4. Be predictable.
5. Don't spread rumors
6. Respecting confidences.
7. Withholding information

RAPPORT - the essence of any relationship, and the level of influence within that relationship. Building rapport is about building credibility.

What do we have in common?

- ✓ WHAT activities or hobbies do *you* enjoy?
- ✓ WHEN did *you* first become interested in ...?
- ✓ WHERE did *you* learn so much about ...?
- ✓ HOW did *you* become so good at ...?
- ✓ Allow the other person to interact
- ✓ Find out something interesting or unique
- ✓ There's nothing more powerful than a smile!

Open Ended Request for Information

- ★ “What . . . might you need to get it done on time?”
- ★ “How can. . . I support you with it?”
- ★ “Why do . . . you think/feel you aren’t being empowered?”

Closed Request for Information

- ★ “Did . . . you schedule that appointment yet?”
- ★ “When will . . . you schedule it by?”
- ★ “Why are . . . deliveries being misrouted?”
- ★ “Who is . . . responsible for onboarding new employees?”

Establish Credibility

- | | |
|--------------------------------------|------------------------------------|
| 1. Ask questions | 7. Be proactive |
| 2. Edify others | 8. Practice gratitude |
| 3. Support leadership | 9. Never cover up for someone else |
| 4. Be a team player | 10. Celebrate diversity |
| 5. Take initiative/Make it look easy | 11. Be open-minded |
| 6. Dress for success | 12. Be a model for change |

Avoid Credibility Busters

- ✓ Profanity suggest an inability to articulate a message without it
- ✓ Vacillation leave an impression of weakness and indecisiveness
- ✓ Failing to keep up with your expertise. Soon you will become irrelevant
- ✓ Not telling the truth
- ✓ Gossiping
- ✓ Not acknowledging mistakes and learning from them
- ✓ Not accepting personal responsibility
- ✓ Trying to get people to like you rather than respect you
- ✓ Complaining is a waste of energy unless you’re willing to make changes
- ✓ Criticism tears down a person’s abilities (You can’t do anything right)
- ✓ Constant Fault Finding looking for reasons to tear others down
- ✓ Contending says I’m always right
- ✓ Cynicism shows a negative attitude

COMPONENTS OF *CREDIBILITY*

50% Competence, Character and Trust	(<u>Objective</u>)
50% Composure, Rapport, Likeability	(<u>Subjective</u>)

The Power of the Spoken Word

- ★ John Paul Jones
- ★ Winston Churchill
- ★ Franklin Delano Roosevelt
- ★ John F. Kennedy
- ★ Martin Luther King
- ★ Reagan, Obama, Clinton or Trump

Sub-Conscious Triggers

- | | |
|-----------------------|------------------------------------|
| ★ Feeling Special | |
| ★ Because | ★ Obligation to self and others |
| ★ Avoidance of Pain | ★ To be Viewed Positively |
| ★ Desire for Pleasure | ★ When asked for advice vs opinion |
| ★ Uncertainty | ★ Trust |
| ★ To Fit In | |

PRE-SUASION

PREPARING TO PERSUADE

“Start where they are not where you wish they would be.”

Why Influence Fails Before We Even Begin

- ★ Most people don't want to be influenced
- ★ We often see influence and persuasion as a negative
- ★ Influence from our perspective frame versus theirs. Start with their frame
- ★ Avoid words or **attitudes** that say –
 - ✓ You should/need to do this.
 - ✓ Here is what I want.
 - ✓ This is what I think
- ★ The art of influence isn't about being right . . . it's about being effective
- ★ We fail to adapt to the person we wish to influence
- ★ Start where they are, not where you want them to be
- ★ Be influenceable.
- ★ Don't look to win arguments, instead win hearts and minds
- ★ Let people know their contributions have a positive effect

Pre-suasion Success Factors.

1. Objectives – Theirs and yours
 - ✓ What do they think of your influence objectives
 - For or against and strongly or moderately
 - Why might they support it or resist it
 - How might your objective connect with their objectives
2. Understanding your perceived relationship
 - ✓ Simply put – how do they think and feel about you?
 - Favorably, unfavorably, neutral
 - Strong trust based
 - Open minded communication
 - Negative history and mistrust
3. Operating within the working/personality styles of those you wish to influence
 - ✓ What is their initial reaction when you come to them with your influence objective?
 - Do they ask questions or raise objections?
 - Get defensive and need to be right?
 - Condescending or bullying?
 - Need data, data, and more data?

UNDERSTANDING AND IMPLEMENTING THE 6 PRINCIPLES OF INFLUENCE

1. AUTHORITY

- ✓ Based on perception
- ✓ Must know what you are talking about
- ✓ Character counts
- ✓ You look/play the part
- ✓ Confident and responsible
- ✓ Can be, "Borrowed"
- ✓ Works well with Drivers and Analyzers



Methods and Considerations - Provide rational analysis – Reasoning, Logic, Data, Analysis, Pros vs Cons, Benefits vs Cost

1. We often make the mistake that this is all that's needed – it is not!
 - ✓ It is needed but typically not sufficient
 - ✓ Can be open to different interpretations
 - ✓ People make decisions based on other info besides data - heart, emotions and other beliefs
 - ✓ Be proactive with these people, listen to their input
 - ✓ Don't stake ego – even when you know you are right - Have alternatives, explore other possibilities
 - ✓ Keep asking – what's missing from the analysis (causes / causes of)
 - ✓ Keep prioritizing – what is the best reason to me and the other person to do what I am asking
2. Borrowed Authority
 - ✓ Recognize experts in and out of the organization - the more credible, the greater the influence
 - ✓ Who are the leading experts? How can you quote them? How does the target view the resource?
 - ✓ Identify leading research centers, universities or industry leaders & Government
 - ✓ Prioritize your findings for this situation
3. Reference legitimate policies
 - ✓ If relevant, reference them
 - ✓ Connect to individual's perspective
 - ✓ Clarify consequences for violating said policy/regulation etc.
 - ✓ Empathize – explain rationale for policy, rule or regulation
 - ✓ Don't be smug or arrogant with your knowledge of these
 - ✓ Encourage buy-in versus dictating

THE 6 PRINCIPLES OF INFLUENCE

2. SCARCITY

- ✓ Based on the avoidance of pain and desire for pleasure
- ✓ Wanting what we can't have
- ✓ Create a sense of urgency or exclusivity
- ✓ Works well with Drivers and Analyzers



Methods and Considerations

1. Establish urgency and scarcity – from their perspective, not yours
 - ✓ Establish why acting now is better than later
 - ✓ Explain (if appropriate) why resources and information may become limited if delayed
 - ✓ Loss is the most powerful form of scarcity – what will they tend to lose?
2. Demonstrate Pains & Gains
 - ✓ Identify potential and/or real penalties & rewards
 - ✓ Identify potential losses and /or profits
 - ✓ Clearly articulate potential and/or real negative & positive implications
 - ✓ Ask what concerns, risks, headaches they would want to prevent?
 - ✓ What penalties would they like to avoid?
 - ✓ Clearly articulate, how does what you are asking help to achieve what they want?
 - ✓ Choose the pains & gains most relevant to them, and emphasize those
3. Compare and Contrast – Designed to open doors to new thought processes
 - ✓ How two different things can seem similar helping to relate to something we already know or like
 - ✓ Contrast to show sharp distinctions between preferred action and un-preferred alternatives.
 - ✓ Avoid using “But”, and “However”, AFTER sharing good news.
 - ✓ Use contrast to shift attention to the silver lining
 - ✓ Consider using the Triple Constraint, Time, Cost and Performance
4. Add Impact to Your Influencing Objective - If they don't listen or remember, they won't act
 - ✓ Keep it simple – B L U F
 - ✓ Be specific – draw a picture that gives concepts & numbers meaning, and brings it alive
 - ✓ Make it surprising – look for ways to make it interesting, attention getting or unexpected

THE 6 PRINCIPLES OF INFLUENCE

3. COMMITMENT AND CONSISTENCY

- ✓ Based on a perceived obligation to self
- ✓ The intrinsic need/desire to honor one's commitments
- ✓ Keeping aligned with our values
- ✓ Follow through with previous thoughts, words and deeds
- ✓ Works well with Analyzers and Relators



Methods and Considerations

1. Encourage commitment & consistency
 - ✓ Public – most powerful – other will know if they don't
 - ✓ Action Oriented – do something to move toward desired behavior
 - ✓ Ask for small commitments to pave the way for bigger commitments
 - ✓ Make it easier for them to say yes early and for small things
 - ✓ Voluntary – don't make them feel forced into it
 - ✓ Ask people to say specifically when and in what manner they will follow through
 - ✓ Using the person's name . . . as appropriate
 - ✓ Use "You" vs name if there is not a personal relationship
 - ✓ Show accomplishments when appropriate – show those you are influencing small accomplishments toward the end objective
2. Connect to strategy, goals and core values
 - ✓ Learn the organizations strategy & priorities at levels above you and your clients
 - ✓ Be seen in positive ways as thinking and caring about what happens beyond your job title
 - ✓ Show how what you are proposing advances the organizations strategy, goals and core values

THE 6 PRINCIPLES OF INFLUENCE

4. CONSENSUS/SOCIAL PROOF

- ✓ There is safety in numbers
- ✓ Build a base
- ✓ Powerful, positive or negative, social proof will reinforce the behavior presented
- ✓ Works well with Relators and Amiable individuals



Methods and Considerations

1. Use Social Proof

- ✓ When there is uncertainty – we look for safety in numbers to help us make decisions
- ✓ Use lots of examples
- ✓ Point out trends in opinions or behaviors that support the direction you want to influence
- ✓ Testimonials and success stories similar to the individual you are trying to persuade
- ✓ Be careful with negative social proof

2. Align shared values and purpose

- ✓ We typically want to be seen and known to be aligned with good moral character
- ✓ Connect with shared individual and organizational core values and how what you are asking puts them into action
- ✓ Clarify how what you are asking advances the purpose of the people you are influencing

THE 6 PRINCIPLES OF INFLUENCE

5. RECIPROCITY

- ✓ Based on a sense of obligation to others
- ✓ The gift of giving
- ✓ Give first and give often
- ✓ Give unconditionally
- ✓ Help others get what they want
- ✓ Works well with Relators, and Amiable individuals



Methods and Considerations

1. Find ways to offer value to those you want to influence BEFORE you ask anything of them
 - ✓ Do things that are personalized
 - ✓ Do things that are meaningful - even if symbolic
 - ✓ Do things that are unexpected – weren't solicited, no payback required
 - ✓ Don't minimize if/when a thank you is offered, i.e "No problem"
2. Treat others as you want to be treated
 - ✓ We may not respect everyone but be respectful
 - ✓ Listen with compassion and curiosity. Remember, everyone has a story
 - ✓ Exercise integrity
3. Consider concessions
 - ✓ Know your priorities. What can you give up?
 - ✓ Label your concessions to help trigger an obligation to reciprocate.
 - ✓ Explicitly—but diplomatically—demand reciprocity.

THE 6 PRINCIPLES OF INFLUENCE

6. LIKEABILITY

- ✓ Based on emotions and feelings for requester
- ✓ The ability to “Connect” with others
- ✓ We share similarities
- ✓ Look for opportunities to compliment
- ✓ Works well with Relators and Amiable individuals



Methods and Considerations

1. Be Likable

- ✓ Have the proper mindset; see influence and persuasion as a good positive skill
- ✓ Be positive, smile, encouraging. People respond to not just the message but the messenger as well
- ✓ Look for similarities and draw attention to them
- ✓ Shared/Similar background, experiences and values have the strongest effect
- ✓ The rarer the similarity, the greater the impact
- ✓ Use amplifiers – we, us, and our with subtly to add impact
- ✓ Look for positive qualities & highlight in a genuine way
- ✓ Credit with qualities relevant to advancing your objective(s)

2. Build rapport, relationships and trust - We do extra things for those we like and trust

- ✓ Be a good listener – be respectful and pay attention
- ✓ Be proactive in building rapport
- ✓ Take time and effort to learn about the people you are dealing with.
- ✓ Ask – “What would make a great outcome for you from this meeting today?”
- ✓ State positive intent up front; whether for good or unpleasant conversations - BLUF
- ✓ Credit them explicitly for their positive intent

3. Request help and ask for advice (The Ben Franklin approach to influence)

- ✓ Ask for input, support or assistance in ways that reinforce the request you have for them.
- ✓ Keep it simple, direct and to the point
- ✓ Make it easy to say yes - Not a lot of work, and not a lot of time
- ✓ Express genuine gratitude afterward

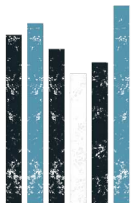

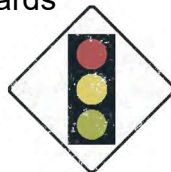

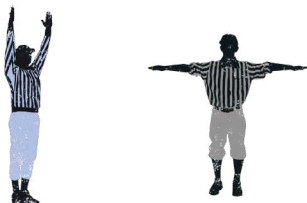
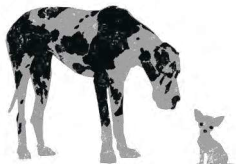









Applying the Concepts

1. Recognize your power as well as where power resides in your organization can be very empowering
2. You can influence people's thinking and their decisions by establishing the frame or reframing the issue.
3. Ethical influence & persuasion are effective when based on mutual gain.
4. Identify decision makers and centers of influence, determine their receptivity, and learn how they make decisions, address your listeners' logic and emotions.
5. Communicate clearly by carefully choosing words, paying attention to body language, and listening.
6. Understand the audience
 - Identify the decision makers and centers of influence
 - Determine likely receptivity
 - Learn how they make decisions
7. Build a solid argument
 - Make sure it is logical and consistent with facts and experience
 - Recognize and deal with the politics of the situation
 - Have more than one influence approach prepared
8. Communicate effectively
 - Select the right words
 - Watch your body language
 - Observe and adapt

Practical Tips

1. Do people favours.
2. When asking for something, start with the big ask then move to the small ask
3. Frame decisions in terms of losses, not gains
4. Before you give your strongest argument or proposal, begin by pointing out the weaknesses or drawbacks
5. Once someone has said yes to something, they will again- always try to deepen your existing relationships.
6. Make sure you (or your product) is seen as in high demand.
7. Try to make people like you

Fifteen Methods for Influencing and Persuading Others.

<p>1. Provide rational analysis</p> 	<p>2. Cite credible sources</p> 	<p>3. Reference legitimate policies, rules, or standards</p> 
<p>4. Establish urgency or scarcity</p> 	<p>5. Demonstrate pain & gain</p> 	<p>6. Present striking comparisons or contrasts</p> 
<p>7. Add impact to your ideas</p> 	<p>8. Initiate reciprocation or exchange</p> 	<p>9. Encourage commitments & consistency</p> 
<p>10. Connect to strategy or high-level goals</p> 	<p>11. Use social proof</p> 	<p>12. Align with shared values or principles</p> 
<p>13. Like and be likeable</p> 	<p>14. Build rapport, relationship, and trust</p> 	<p>15. Build alliances and coalitions</p> 

Authority – People look to experts for guidance when they're not sure what to do. These experts can be you, or someone who is perceived by others as one. How can you actively increase the perception of your expertise? How can you effectively, "Borrow" authority? Be creative. Do not put limitations on your ideas. Avoid, "that won't work here" mantra. Ideas you come up here may also lend themselves to other Persuasion Principles.

Scarcity – People are much more motivated by what they may lose versus what they might gain. When using the principle of Scarcity, how might you create an environment where something is going away, or won't be available? Be creative. Do not put limitations on your ideas. Avoid, "that won't work here" mantra. Ideas you come up here may also lend themselves to other Persuasion Principles.

Commitment and Consistency – The psychology behind this principle of influence highlights the reality that people feel internal psychological pressure, as well as external social pressure, to be consistent in what they think, say and do. When our words and deeds align, we feel better about ourselves than we do when they don't align. In what ways can you get those you wish to influence to commit in ways that are similar to your influence objective so when you ask, they seek congruency with previous thoughts, comments or behaviors? Do not put limitations on your ideas. Avoid, "that won't work here" mantra. Ideas you come up here may also lend themselves to other Persuasion Principles.

Consensus/Social Proof – Humans are essentially tribal. The vast majority of people feel safer and more comfortable with others who look, think and behave like they do. How can you incorporate information about what others think, act, or say that would be similar to the individual you are seeking to influence in the direction of your objective? Is there an opportunity to narrow the focus to people who are just like the person you're trying to influence? Be creative. Do not put limitations on your ideas. Avoid, "that won't work here" mantra. Ideas you come up here may also lend themselves to other Persuasion Principles.

Reciprocity – Science, Psychology and research all clearly indicate we feel obligated to give back or do something in return because of having been given to first. At work, in your role, what are some systematic approaches you can implement to give, unconditionally, often and are genuine. Do not put limitations on your ideas. Avoid, "that won't work here" mantra. Ideas you come up here may also lend themselves to other Persuasion Principles.

Liking – The definition of the principle of liking is – it's easier for people to say yes to those they know and like. Rapport, trust, commonalities, shared experiences. The power of the principle of liking isn't about getting people to like you. The power comes when you like the other person. This is where everything changes! When someone senses *you like them*, they'll be much more open to whatever advice you may share with them. In what ways can you identify commonalities, build rapport, establish trust and have shared experiences?

Influence Preparation Worksheet

✓ **What do you want to achieve?**

✓ **What are the facts behind the situation?**

a) Who is your target? (Individual or group)

b) What action is it you wish your target to take?

c) Why this target? Why this action?

d) What is the effect on the customer/department/individual/company?

e) What evidence can you provide?

✓ **What personality type(s) is your target(s)? Thinking about influencing in this way can help during the engagement.**

a) Are they procrastinators, analyzers? Task focused, statistics orientated, data driven, responds to facts, fact and more facts?

b) Are they experts, drivers? Task focused, always in control experts, responds to the bottom line . . . results driven?

c) Are they relators, visionaries? Big picture thinkers, expressive and feelings focused, responds to verbal pictures and stories?

d) Are they sensitive accommodators? Easily offended, expressive, feeling focused, responds well to validation and acceptance?

e) What values are important to them? (personal and/or organizational)

f) What pressures and challenges are they faced with now? Susceptive to Pain/Scarcity.

✓ **How will you approach the conversation?**

a) What **Pre - suasion** Principles can you use?

b) What **Persuasion** Principles can you use?

c) What methods can you use, or considerations to take into account?

d) What words or triggers will you use?

✓ **What objections may they come up with?**

a) How will you overcome these objections?

✓ **When is the best time to influence?**

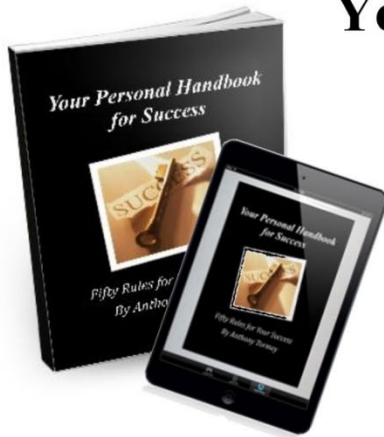
✓ **Where will you influence? (it can be advantageous to meet the Influence away from interruptions at their desk)**

JOB AID TO HELP REMEMBER THE 6 PRINCIPLES OF INFLUENCE

SIX PRINCIPLES OF INFLUENCE		
PRINCIPLE	ATTRIBUTES	WORKS WELL
AUTHORITY	<ul style="list-style-type: none"> ✓ Based on perception ✓ Must know what you are talking about ✓ Character counts ✓ You look/play the part ✓ Confident and responsible ✓ Can be, "Borrowed" 	. . . with Drivers and Analyzers
	✓	
SCARCITY	<ul style="list-style-type: none"> ✓ Based on the avoidance of pain and desire for pleasure ✓ Wanting what we can't have ✓ Create a sense of urgency or exclusivity 	. . . with Drivers and Analyzers
	✓	
COMMITMENT/CONSISTENCY	<ul style="list-style-type: none"> ✓ Based on a perceived obligation to self ✓ The intrinsic need/desire to honor one's commitments ✓ Keeping aligned with our values ✓ Follow through with previous thoughts, words and deeds 	. . . with Analyzers and Relators
CONSENSUS/SOCIAL PROOF	<ul style="list-style-type: none"> ✓ There is safety in numbers ✓ Build a base ✓ Powerful, positive or negative, social proof will reinforce the behavior presented 	. . . with Relators and Amiable individuals
RECIPROCITY	<ul style="list-style-type: none"> ✓ Based on a sense of obligation to others ✓ The gift of giving ✓ Give first and give often ✓ Give unconditionally ✓ Help others get what they want 	. . . with Relators, and Amiable individuals
LIKEABILITY	<ul style="list-style-type: none"> ✓ Based on emotions and feelings for requester ✓ The ability to "Connect" with others ✓ We share similarities ✓ Look for opportunities to compliment 	. . . with Relators and Amiable individuals

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Your Personal Handbook for Success Fifty Rules for Your Success

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